

How to raise your first million

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"EVEN NON-PROFIT organizations have to be taught how to sell their programs," Prof. Eliezer Jaffe told a recent seminar on how to raise funds. "Fundraising strategies are an important science which can make all the difference in the growth and development of an agency's services."

The seminar, held at the Hebrew University's Mt. Scopus campus, was organized by the Israel Fundraising Service and attracted almost 100 participants from all over the country.

The IFS sees itself as a matchmaker between foundations and individual donors the world over who are seeking worthwhile programs to support, and non-profit groups which need assistance in discovering and applying for such grants.

"The first step is to zoom in on your real needs," says Dr. Menachem Gottesman, who together with Jaffe heads the IFS. "There is great competition for funds, and the art of how to best present your project, and how to write a proposal and work out a budget are essential basic steps in assuring your program's success."

The IFS has provided consultation services to more than 80 Israeli organizations, including counseling centers, academic programs, religious institutions, and groups providing social services for special-interest groups and the handicapped. In some cases, it has helped the organizations decide which projects to emphasize; in others, it has taught them how to "package" the programs to make them appealing

to potential donors.

For some clients, the IFS has written proposals, using its own team of professional proposal writers who know how to adapt each application to the bylaws or special interests of specific foundations or donors.

The IFS also provides a data base of international foundations. This "Foundation Search" service is being organized so that non-profit groups will be able to more easily find the potential donor or foundation that is likely to support their cause.

The IFS office is also categorizing a list of all the *amutot* (non-profit organizations) that are registered with the Interior Ministry (12,000 at last count) so that interested parties "can get the whole picture."

JAFFE, A professor of social welfare at the Hebrew University's Paul Baerwald School of Social Work, has been instrumental in organizing many self-help organizations in Israel, including Zahavi, for parents of large families; the Grey Panthers, for pensioners; and Scholarships for Deprived Children.

For several years he has taken an interest in how and why people give money. Although most Diaspora Jews still channel their donations through the United Jewish Appeal or Keren Hayesod, more and more donors are becoming dissatisfied with what Jaffe claims is the inefficient and ineffective way the sums are distributed.

"As donors become more sophisticated, they are seeking more direct ways to use their money," he says. This leaves room for much more personal involvement and individual initiative, he feels. His book, *Giving Wisely*, lists at least 400 non-profit organizations which have been investigated and found worthy of support.

During his years of work in family service and child welfare, Jaffe often found that many good services didn't have enough resources to put their best ideas into action. "Most organizations in Israel have the most primitive means of raising money," he says. "There are some rich bodies that know how to go about it, but for the most part, social service directors feel they don't have the time

and resources to devote to money-raising."

This excuse makes Jaffe see red. "An organization that claims it doesn't have time to raise money will never grow and will never draw funds. It takes money to make money and fundraising needs professional, well-organized attention."

THE IFS seminar at Mt. Scopus included practical tips on how to prepare fundraising material such as audio-visual programs and brochures. "It is better to understate, rather than over-emotionalize," declared one lecturer. "Keep the budget realistic, modest and concise;" the listeners were cautioned. "When preparing material - whether a video or a written proposal - always keep in mind who your target population is."

One speaker stressed the importance of using good paper in printed promotional material. "so that it will last." Pictures of buildings do not sell, she explained, but individualized stories were sometimes more effective than facts and figures.

Other pointers: dinners aren't popular anymore in the U.S., cocktail parties are much preferable: don't ever despair of a potential donor, keep in contact with those who don't give the first time - maybe next time they will.

Jaffe concludes that we are entering a new era of financing of public bodies. "We are moving from a welfare state to a market state," he said. "One sees it in other fields as well - in education, health, care of the elderly and so on."